

## **HEADQUARTERS AIR FORCE DOCTRINE CENTER**

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In August 1996, Gen Ronald R. Fogleman, Air Force chief of staff (CSAF), decided to reorganize Air Force doctrine institutions. He based this decision on the growing importance of joint war fighting and the perceived need to increase the Air Force's understanding of air and space power doctrine. He realized that the other service's had well-staffed organizations dedicated to writing doctrine, and that their members were better educated in their services' doctrine practices.

Established in February 1997, Headquarters Air Force Doctrine Center (AFDC), a DRU to the Air Force Chief of Staff, became the US Air Force's main doctrine service center. The unit's location at Maxwell AFB, Alabama, gives its members immediate access to the resources of AU, including AU Library, Air War College, Air Command and Staff College, Squadron Officer College, and College of Aerospace Doctrine Research and Education.

Headquarters AFDC serves as the "single voice" for all doctrinal matters within the Air Force and to the joint community. The center researches, develops, and produces Air Force basic and operational doctrine, as well as joint and multinational doctrine. In addition, the center coordinates with the major commands on their development of tactical doctrine and assists other services' with their doctrinal development efforts.

Approximately 100 individuals, military and civilian, are assigned to Headquarters AFDC. The commander's office, Doctrine Development, Doctrine Applications, and Doctrine Deployment Directorates are located within the headquarters building at Maxwell. The Joint Integration Directorate is located at Langley AFB, Virginia. In addition to these locations, Headquarters AFDC also maintains a liaison office within the Pentagon, and six operating locations, five of which are located at major Army training centers and one located at Nellis AFB, Nevada.

The Doctrine Development Directorate researches, develops, and produces Air Force basic and operational doctrine, as well as joint and multinational doctrine, spanning the full range of military operations. The Doctrine Applications Directorate is responsible for affecting the accurate representation of air and space power in service, joint and multinational events of doctrinal significance. In addition, the Applications Directorate participates in Air Force and other services' joint

wargames and key exercises to ensure scenarios provide a realistic depiction of the uses and impacts of air and space power. Since autumn 1997, Doctrine Applications staff members have participated in numerous exercises, experiments, and war-games events. They have also briefed and advised MAJCOM and numbered Air Force (NAF) commanders, their staff, and planners on air and space doctrine applications, current issues, and initiatives. The Doctrine Deployment Directorate advocates and deploys timely and focused air and space doctrine, and provides support to the CSAF Mentor Program. This directorate also develops and implements doctrine specific instruction for Air Force senior officers and senior mentors, and prepares selected war fighters in preparation for participation in wargames and exercises. This support is provided through the Aerospace Doctrine Applications Exercise (ADAX), a CSAF-directed requirement for all new NAF commanders; and the Air and Space Doctrine Outreach (ASDO) program, which provides tailored doctrinal briefings to war-fighting staff and other AF organizations upon request. The Joint Integration Directorate at Langley (Detachment 1) represents the AFDC in the joint arena, providing Air Force doctrinal advocacy in the Tidewater area and the National Capital Region.

The six operating locations maintained by Headquarters AFDC, are military sites where air and space power is an integral part of Army training. These locations are: National Training Center, Nellis AFB, Nevada; air defense training, Fort Bliss, Texas; armor training, Fort Knox, Kentucky; combined arms training, Fort Leavenworth, Kansas; aviation training, Fort Rucker, Alabama; and artillery training, Fort Sill, Oklahoma. At each site, Headquarters AFDC personnel serve as AF representatives to the Army. The operating locations provide USAF representation to the activity assigned or attached to, on air and space power doctrine, organization, mission, equipment and capabilities, tactics, techniques and procedures, as well as providing advice to the installation commander on all doctrinal issues pertaining to the Air Force.

AFDC staff has worked diligently to refine the AF doctrine development process. Today, AF doctrine is codified in a series of 34 AF doctrine documents (AFDD), most of which are entirely new publications. A few of the publications are revisions of previously existing doctrinal publications, notably, AFDD 1, *Air Force Basic Doctrine*. As part of a two-year review process, several AFDDs can be found in various stages of revision at any given time. Changes to an existing AFDD, or a proposal for a new AFDD, can be proposed through the Air Force Doctrine Working Group (AFDWG). The typical AFDD takes about one year for writing, staffing, coordinating, and publishing. Each AFDD is assigned to an action officer within Headquarters AFDC, who shepherds the document through the development process. Headquarters AFDC has taken advantage of available technology to publicize and disseminate

doctrinal issues. All AFDDs, including those published and those under development, are available for review and comment through the Headquarters AFDC Web page. This comprehensive Web site also includes lessons learned and doctrinal initiatives for review and comment.

Headquarters AFDC hosts an AFDWG semiannually to provide Air Force-wide involvement in doctrine development. The major commands and Air Staff agencies send senior officers to this conference to provide recommendations on doctrine to the Headquarters AFDC commander. Any Air Force organization may introduce issues before the AFDWG. Official recommendations require majority approval by senior officer representatives. Air Force Doctrine Working Committees (AFDWC) were established to supplement the AFDWG process, and to ensure that doctrine is written by the Air Force. AFDWC's include subject matter experts from all Air Force agencies with an interest or link to the proposed doctrine document, to participate in the formulation or revision process of doctrine documents. After a series of checks and balances, and approval by the commander, the final products are released to the military public. However, the doctrine development/revision process will not stop here. As new experiences and advances in technology pave the way for creating the force of the future, doctrine development will continue to evolve and provide Air Force leaders the tools needed to effectively win wars.

## **AIR FORCE HISTORICAL RESEARCH AGENCY**

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The Air Force Historical Research Agency (AFHRA), collocated with AUL, is the repository for AF historical documents. The agency's collection, begun in Washington, D.C., during World War II, moved to Maxwell in 1949 to support AU. The AFHRA is a field operating agency under the policy guidance of the Air Force Historian at Headquarters USAF.

AFHRA's current holdings exceed 100 million pages and represent the world's largest and most valuable organized collection of historical documents on US military aviation. Materials cover subjects ranging from the use of balloons in the Civil War through AF activities in World War II, Korea, Vietnam, Operation Desert Storm, air war over Serbia, and Operations Noble Eagle and Enduring Freedom. About three-fourths of

the documents are USAF unit histories. The entire collection is open to the public except for classified or otherwise restricted documents (approximately 25 percent of the holdings). The agency's finding aids include a computerized database and bibliographies for identifying and locating individual documents on specific topics of interest to the researcher.

Special collections, some dating back to the early 1900s, complement the unit histories. Among the collections are historical monographs and studies; more than 2,000 oral history interviews; end-of-tour reports of major overseas commanders; course materials of the Air Corps Tactical School from the 1930s; and working papers of key Army Air Forces staff offices, the British Air Ministry, and the Luftwaffe during World War II. Extensive Gulf War documentation (approximately 2,000,000 pages) and an electronic database (nearly 85 gigabytes) on the air war over Serbia have been added to the agency's holdings. The Gulf War holdings include chronologies, working papers, message traffic, and oral history transcripts, as well as unit histories and contingency historical reports. Collections of the personal papers of more than 500 key AF civilian and military officials including Secretaries of the Air Force John L. McLucas, Robert C. Seamans Jr., and Eugene M. Zuckert, as well as Generals George S. Brown, George C. Kenney, Curtis E. LeMay, John D. Ryan, and Thomas D. White are available to researchers. Currently, the agency is receiving historical reports from Operations Noble Eagle and Enduring Freedom.

In addition to being the Air Force's primary archive for historical documents, the Historical Research Agency performs research and other historical services. The agency's historical collection is readily available to AU students, faculty, and staff. Agency staff members provide research and advisory services to AU students to assist them in preparing papers and theses. Beyond its support to AU, the agency's staff answers requests for historical information from Congress, the DOD, the Joint Chiefs of Staff, the Air Staff, MAJCOM, and the general public. Other key functions include publishing historical reference works, conducting the AF's oral history program, and maintaining records showing the status of AF organizations and aircraft. As the AF authority on unit lineage and honors, the agency provides research assistance on heraldic emblems, prepares lineage and honors histories for AF units, and verifies the lineage and honors of AF units.

The agency conducts annual oral history and archival training courses for professional staff members of the Air Force History and Museums program. The agency deploys contingency historical information preservation (CHIP) teams during war and other contingencies to capture and archive documentation of AF activities.

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